



ALGIERS CHARTER

CHILDREN FIRST, FOR A BETTER FUTURE

Strategic Planning

- ▶ Began July 2019 with Board retreat and led by Toya Barnes-Teamer, Ph.D. with HCM Strategists focused initially on organization review and current challenges
- ▶ Primary Objective: HCM will ensure the success of ACSA efforts to improve outcomes through research, analysis, and facilitation; producing a final report for the Board and providing ongoing advice and counsel as needed to highlight findings in preparation for the development of the FY20-FY25 Strategic Plan.
- ▶ Project timeline is September 1 – December 31, 2018

Strategic Planning

- ▶ Strategy 1 – Develop the SY19 planning and implementation plan
- ▶ Strategy 2 – Meet with Board members to update on workplan
- ▶ Strategy 3 – Develop evaluation plan
- ▶ Strategy 4 – Implement evaluation plan
- ▶ Strategy 5 – Plan for financial scenarios, organizational charts and staffing models (Behrman, Landry-Walker and Support Center)
- ▶ Strategy 6 – Plan for school support
- ▶ Strategy 7 – Create framework for FY20-FY25 strategic plan
- ▶ Strategy 8 – Submit final report and next steps for creating FY20-FY25 strategic plan

Board of Trustees

Executive Director

Allocated Organization
Performance &
Accountability

Director of Elementary Performance
& Accountability

Director of High School
Performance &
Accountability

Finance /
Operations

Human
Resources /
Communication

Principal: Pre-k &
Kindergarten

Principal: 1st to
4th Grade

Principal: 5th to
8th Grade

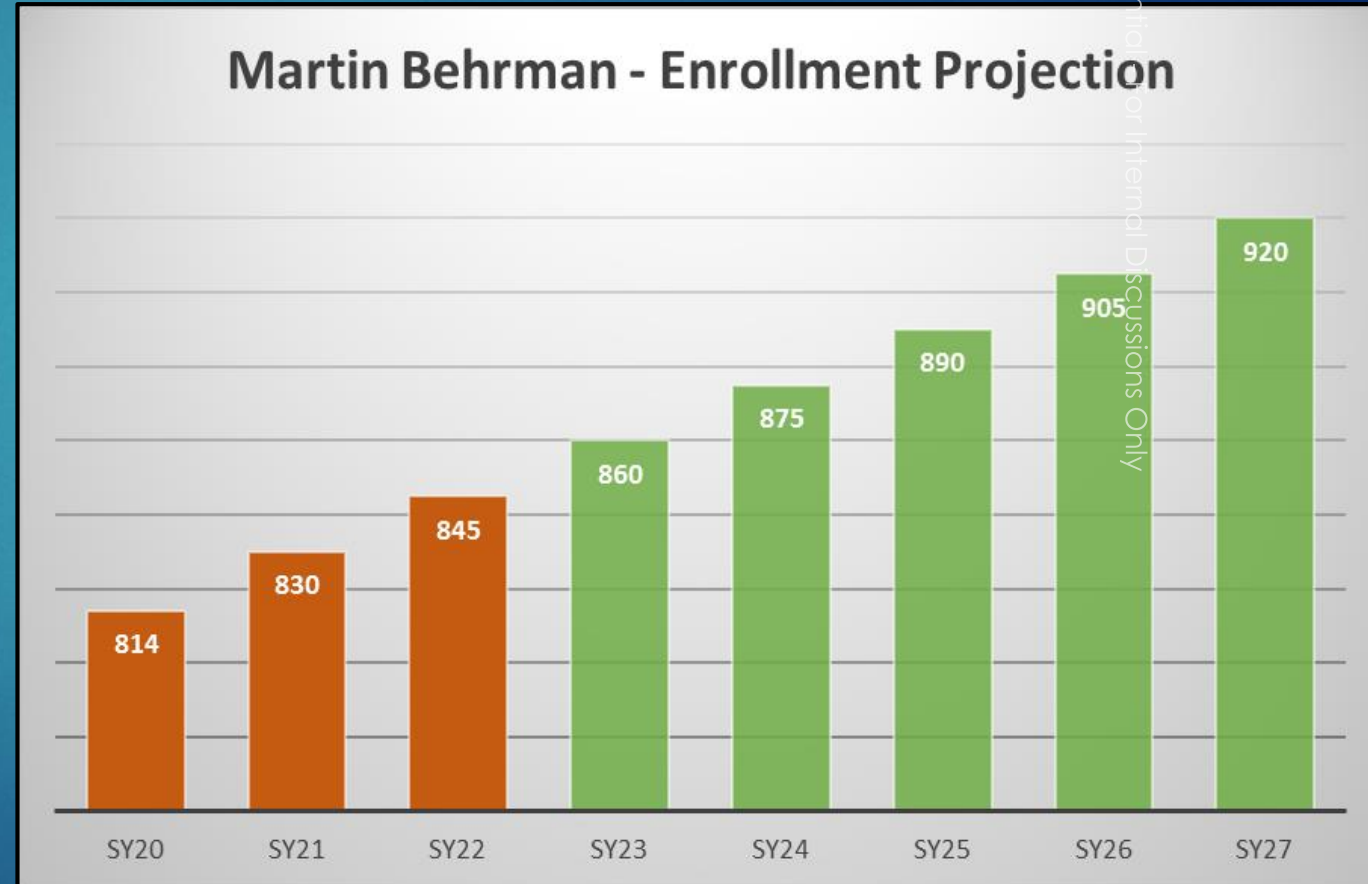
Principal: 9th
Grade
Academy

Principal: 10th to
12th Grade



Martin Behrman — Enrollment & Matriculation

	Category	SY20	SY21	SY22	SY23	SY24	SY25	SY26	SY27	SY28
Enrollment	Pre-K	80	80	80	80	80	80	80	80	80
	Kindergarten	100	100	100	100	100	100	100	100	100
	1st	100	100	100	100	100	100	100	100	100
	2nd	84	100	100	100	100	100	100	100	100
	3rd	75	75	90	90	90	90	90	90	90
	4th	75	75	75	90	90	90	90	90	90
	5th	75	75	75	75	90	90	90	90	90
	6th	75	75	75	75	75	90	90	90	90
	7th	75	75	75	75	75	75	90	90	90
	8th	75	75	75	75	75	75	75	90	90
	9th	0								
	10th	0								
	11th	0								
	12th	0								
Base	Elementary Grades	814	830	845	860	875	890	905	920	920
	High School Grades									
Additional Categories	SPED Tier 1	16	16	16	16	16	16	16	16	16
	SPED Tier 2	30	30	30	30	30	30	30	30	30
	SPED Tier 3	10	10	10	10	10	10	10	10	10
	SPED Tier 4	5	5	5	5	5	5	5	5	5
	SPED Tier 5	3	3	3	3	3	3	3	3	3
	Gifted and Talented	17	17	17	17	17	17	17	17	17
	ELL	6	6	6	6	6	6	6	6	6
	Over Age	4	4	4	4	4	4	4	4	4
	SPED %	8%	8%	8%	7%	7%	7%	7%	7%	7%



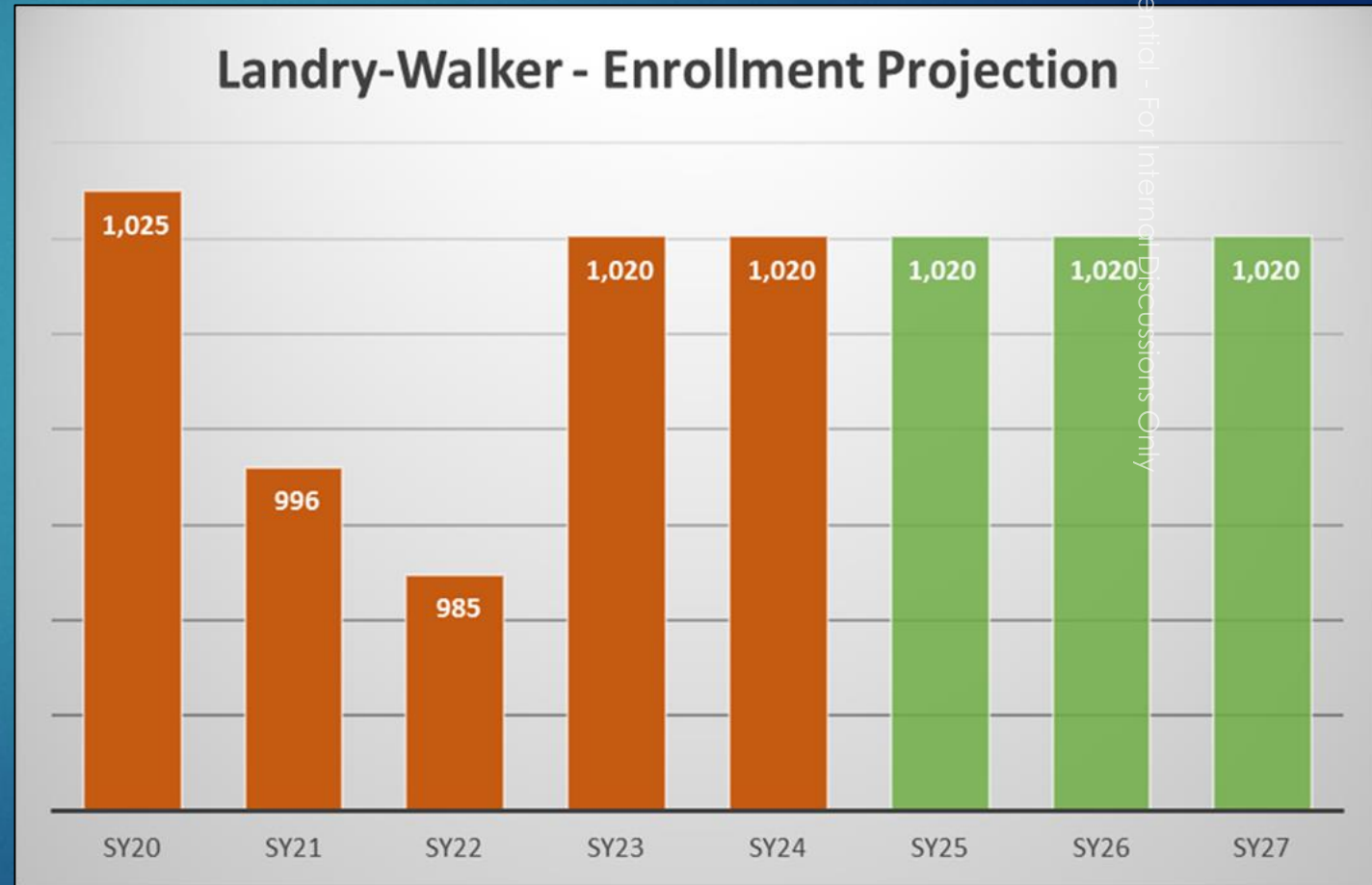
Landry-Walker



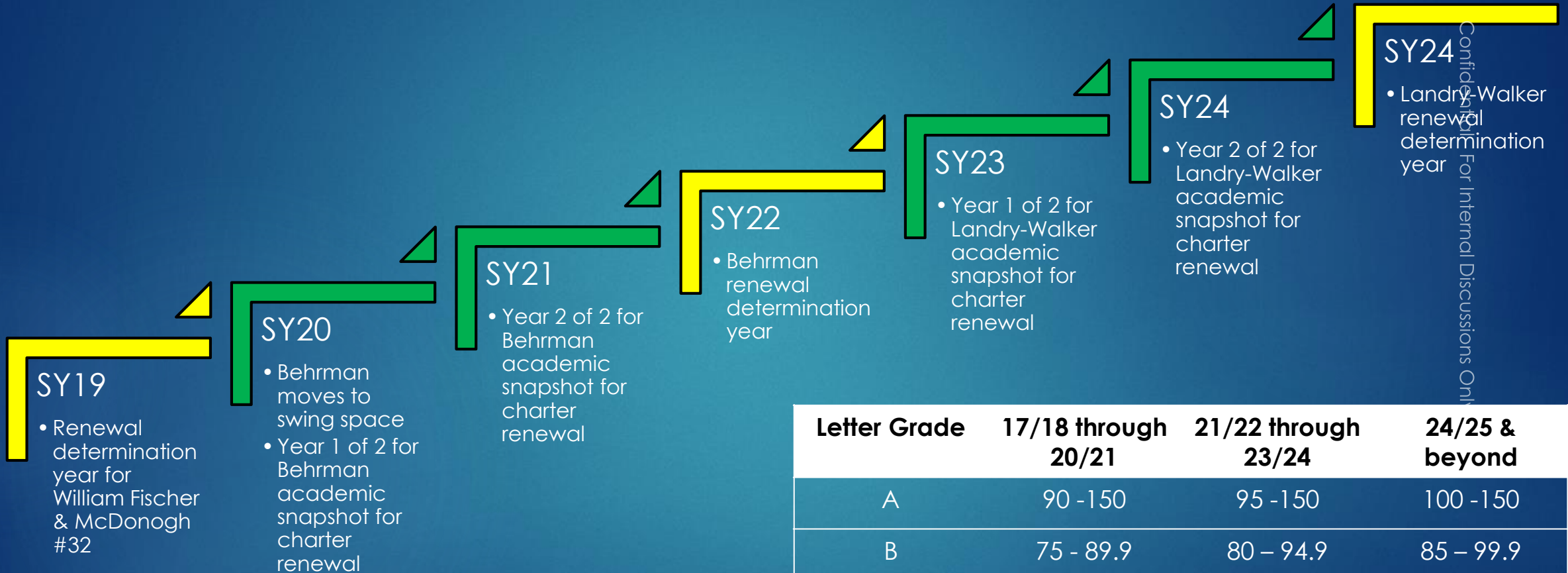
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Landry-Walker – Enrollment & Matriculation

	Category	SY20	SY21	SY22	SY23	SY24	SY25	SY26	SY27	SY28
Enrollment	Pre-K	-								
	Kindergarten	-								
	1st	-								
	2nd	-								
	3rd	-								
	4th	-								
	5th	-								
	6th	-								
	7th	-								
	8th	-								
	9th	275	275	275	275	275	275	275	275	275
	10th	222	261	261	261	261	261	261	261	261
	11th	262	211	248	248	248	248	248	248	248
	12th	266	249	200	236	236	236	236	236	236
Base	Elementary Grades									
	High School Grades	1,025	996	985	1,020	1,020	1,020	1,020	1,020	1,020
Additional Categories	SPED Tier 1	4	4	4	4	4	4	4	4	4
	SPED Tier 2	108	108	108	108	108	108	108	108	108
	SPED Tier 3	15	15	15	15	15	15	15	15	15
	SPED Tier 4	14	14	14	14	14	14	14	14	14
	SPED Tier 5	14	14	14	14	14	14	14	14	14
	Gifted and Talented	57	57	57	57	57	57	57	57	57
	ELL	46	46	46	46	46	46	46	46	46
	Over Age	137	137	137	137	137	137	137	137	137
	SPED %	15%	16%	16%	15%	15%	15%	15%	15%	15%



Charter Renewal Timeline



Letter Grade	17/18 through 20/21	21/22 through 23/24	24/25 & beyond
A	90 - 150	95 - 150	100 - 150
B	75 - 89.9	80 - 94.9	85 - 99.9
C	60 - 74.9	65 - 79.9	70 - 84.9
D	50 - 59.9	50 - 64.9	50 - 69.9
F	0 - 49.9	0 - 49.9	0 - 49.9

Renewal Standards and Terms

Base Term	Renewal Standard for Traditional K-12 Schools
10 Years	School receive a state issued letter grade of “A” for the three years prior to renewal AND for three of the four years prior to renewal schools receive a progress index of 100 or higher for economically disadvantaged students and a re-enrollment rate of 90% or higher for economically disadvantaged students.
7 Years	Schools receive an SPRI equivalent to a letter grade of “A” AND do not qualify for the 10-year renewal OR schools receive an SPRI equivalent to a letter grade of “B”.
5 Years	Schools receive an SPRI equivalent to a letter grade of “C” OR schools receive an SPRI equivalent to a letter grade of “D” AND progress index of 100 or higher.
3 Years	K-8 schools – Receive an SPRI equivalent to a letter grade of “D” AND a progress index that ranks in the top quartile citywide among non-selective admissions K-8 schools. 9-12 schools – Receive an SPRI equivalent to a letter grade of “D” AND a progress index that ranks in the top quartile citywide among non-selective admissions K-8 schools.

Timeline for Organizational Staffing

TASK	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F					
	11/26	11/27	11/28	11/29	11/30	12/3	12/4	12/5	12/6	12/7	12/10	12/11	12/12	12/13	12/14	12/17	12/18	12/19	12/20	12/21	12/24	12/25	12/26	12/27	12/28	12/31	1/1	1/2	1/3	1/4	1/7	1/8	1/9	1/10	1/11
Onboarding																																			
Post Director of P&A job descriptions																																			
Applications open for Directors																																			
Director applicant time frame to complete exercise																																			
Interviews for Directors																																			
Stakeholder panel reviews																																			
Director candidates chosen and background completed																																			
Post Principal job descriptions																																			
Applications open for Principals																																			
Principal applicant time frame to complete exercise																																			
Interviews for Principals																																			
Stakeholder panel reviews																																			
Candidates chosen and background completed																																			
Contract jobs posted																																			
Interviews conducted for contract jobs																																			
Final selections made for contract jobs																																			
Non-Contract jobs posted																																			
Interviews conducted for non-contract jobs																																			
Final selections made for non-contract jobs																																			
Communication																																			
Staff meetings to present org. staffing plan (all sites)																																			
LW meeting and walkthrough with Supt. Lewis																																			
Parent meetings																																			
PD day and staff meetings																																			
ACSA Board Meeting																																			
Stakeholder / electorate meetings																																			
Announcement of positions filled / media releases																																			

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Timeline for Organizational Staffing

TASK	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F					
	1/14	1/15	1/16	1/17	1/18	1/21	1/22	1/23	1/24	1/25	1/28	1/29	1/30	1/31	2/1	2/4	2/5	2/6	2/7	2/8	2/11	2/12	2/13	2/14	2/15	2/18	2/19	2/20	2/21	2/22	2/25	2/26	2/27	2/28	3/1
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Organizational Staffing Process

- ▶ Director of Elementary / Secondary Performance & Accountability
 - ▶ Framed and aligned in the requirements for increased SPS, student outcomes and opportunities, positive culture, data driven accountability and charter renewal.
 - ▶ Hiring process:
 - ▶ Application with knockout questions and video interview questions
 - ▶ Review by ACSA team with representatives from iCEO, HR, Academics
 - ▶ Candidates provided with exercise which includes artifacts related to Tier 1 curriculum, TAP, organizational structure and given seven (7) calendar days to complete
 - ▶ Interviews conducted with ACSA team and can include external experts in data analysis, curriculum and the Teacher Advancement Program (TAP)
 - ▶ Candidate chosen and background check performed
 - ▶ All external review participants will sign NDAs to ensure applicant confidentiality and confidence

Organizational Staffing Process

- ▶ Principal Positions
 - ▶ Framed and aligned in the requirements for increased SPS, student outcomes and opportunities, positive culture, data driven accountability and charter renewal.
 - ▶ Hiring process:
 - ▶ Same as the Directors positions but with added emphasis on the grade configuration and organizational chart of their direct reports
 - ▶ Exercise will focus on students in that Principal applications grad configuration as well as the interlink with the other Principals, the ESS Director and the Data and Analysis
 - ▶ Directors will be included in the interview process to ensure compatibility and alignment
 - ▶ All external review participants will sign NDAs to ensure applicant confidentiality and confidence
 - ▶ Directors and Principals will then interview and hire all contract and non-contract positions for the school in conjunction with the CEO

Organizational Staffing Process

► Contract Positions

- These staff members will be provided with contracts with term lengths specific to the goals of the school where they are assigned
 - Behrman initial contract will focus on next two (2) academic years of charter renewal and continue through June 2022 per the terms of the agreement
 - Landry-Walker will have initial term focused on short term goals with opportunity to extend the contract through growth phase and then two (2) academic snapshot years of charter renewal
- Contract will allow seamless goal alignment of the charter strategic goals with the performance of student assigned staff members
- TAP participants will be issued contracts so that the rubric evaluation standards and growth metrics can be utilized

► Non-Contract Positions

- All other staff members in the school that do not participate in TAP
- The positions will have goals aligned with school standards, however, the structure of these positions is more variable and evaluation is specific to required tasks

What gets measured gets done

- ▶ All staff for the 2020 school year and beyond will have ongoing evaluations and performance feedback
 - ▶ Data provided to drive student growth and staff performance to goals
 - ▶ Professional development to ensure staff growth and ongoing improvement
 - ▶ All reviews will be conducted with team of leadership to support transparency
 - ▶ Dashboards for the Executive Director and direct report staff will be updated weekly
- ▶ Individual Growth Plans
 - ▶ Every student will have an individual growth plan that includes all of the academic metrics, analysis and requirements for student success
 - ▶ Jcampus will be utilized to house and report data and parents will have access online
- ▶ Employee evaluations and opportunities for increased wages will occur based on the timelines when data is available to make a decision